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ABSTRACT

The programs of four full-time and two part-time senior centers in the Chicago area are discussed and evaluated. The average number of participants in the centers' programs per month is 2,298. Each full-time center provides the following basic program of direct services: Assistance in Income Maintenance; Counseling; Education, Employment and Related Opportunities; Information and Referral; Service and Community Participation Opportunities; Supportive and Preventive Maintenance Programming; and Community Education in Aging. In addition to these core services, each center developed one "special emphasis" pilot project in 1968. An evaluation is made of the programs of each center. Community resources, administration, and budgetary problems are discussed. It is felt that the direction of the program as a whole needs reaffirmation of its own working definition; administrative reforms are needed to streamline and simplify the mechanics of operation and to more closely relate the field operation to general commission goals and activities; and the feasibility of sustaining the effort with diminishing funding and resources must be studied. Goals for 1969 are listed. (Not available in hard copy due to marginal legibility of original document.) (DB)

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DIVISION FOR SENIOR CITIZENS

DEPARTMENT OF HUMAN RESOURCES

CITY OF CHICAGO

SENIOR CENTERS - 1968

Andree Oliver
Director for Planning
Division for Senior Citizens
Department of Human Resources

January, 1969

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I. GENERAL INTRODUCTION

One of the most demanding and frequently frustrating challenges of our day is the provision of personal satisfaction and continued participation in community life for our rapidly growing elderly population and its expanded leisure time.

Previous life styles do not change qualitatively and drastically simply by virtue of reaching a 65th birthday. Circumstances do. Forced retirement reduces income and depletes social contacts with co-workers. Just aging increases the incidence of chronic illnesses and the loss of friends, neighbors and family. Social mores foster progressive isolation and loss of opportunities.

No single solution is likely to become the panacea for these many ills. One service system, however, which has demonstrated its value and flexibility in meeting the elderly on their own terms is the specialized multi-purpose senior center.

A multi-purpose senior center is many things to many older people. For Mrs. X, it is the chance to make the hats and dresses she could not afford to buy in a store; for Mrs. Y, it is the opportunity to be president of the Planning Council, to officiate at important functions and to revel in seeing new faces; for Mr. A, it is a daily knock on the apartment door to remind him that craft class is about to meet and that no

one will force him to speak and make friends if he doesn't want to -- so far he hasn't; for Mrs. T, it is the occasion to vent her rage at a world which has treated her poorly -- her verbal abuses and paranoiac episodes would never be tolerated elsewhere, but here she is understood and needn't go to the hospital; finally, for Mrs. C, it is a place where the free movie, the tours and parties are a lot of fun, otherwise she wouldn't be caught dead there -- still, she did find out about Medicare and food stamps during one of her visits and she might help out in one of the community service projects or find out about a part-time job like Foster Grandparents.

A. Working Definition of a Senior Center

Understandably, senior centers reflect the infinite variety of needs and circumstances of older people. The Chicago Commission for Senior Citizens'[1] senior centers program endorses and implements the National Council on Aging's Working Definition, i.e.,

> "A senior center is a physical facility open to senior citizens at least five days a week, and four hours a day, year round, and operated by a public agency or non-profit private organization with community planning, which provides, under the direction of paid professional leadership, three or more of the services for senior citizens

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1. On January 1, 1969 the Commission became the Division for Senior Citizens of the City of Chicago's new Department of Human Resources.

listed below.

A reasonably balanced program should be planned by community leadership. It should be suited to the needs and interests of its members, and available on a group and/or individual basis. The center should include at least three of the following services or programs:

1. Recreation
2. Adult education
3. Health services
4. Counseling and other social services
5. Information and referral services
6. Community and Volunteer services[2]

The purpose of each center to be operated by the Chicago Commission for Senior Citizens with Office of Economic Opportunity funds shall be to foster significant preventive maintenance and improved opportunities to share in all benefits of urban life for the elderly target population which, by virtue of site selection, contains substantial numbers of economically deprived persons. Each center under consideration is located in a Chicago Housing Authority building for low income elderly in a community designated as a poverty area of the City of Chicago.

B. History of the Chicago Commission for Senior Citizens' Senior Centers Program

The initial proposal for this program was submitted by a private agency, Senior Centers of Metropolitan Chicago, in May of 1965. At that time the request for funding represented

2. THE SENIOR CENTER, ITS GOALS, FUNCTIONS AND PROGRAMS. Prepared by Subcommittee on Senior Citizens Centers, PRESIDENT'S COUNCIL ON AGING, Washington, D.C. 20201, March, 1964.

an expansion of the agency's on-going services to five new Chicago Housing Authority sites. Internal administrative problems caused the agency to drop its contract with the Chicago Committee on Urban Opportunity on September 30, 1967 and to seek transfer of sponsorship to the present administering agency, the Chicago Commission for Senior Citizens. The transfer was effected on October 1, 1967 through the cooperation of both agencies and with the full approval of the Commission's Executive Committee.

Assumption of this responsibility by the Commission, an agency not previously involved in direct services, reflected the fact that the program was too important to the elderly served to be permitted to terminate.

Since October 1, 1967, i.e., for a little over a year, the program has been one of several field operations administered by the Chicago Commission for Senior Citizens. Both budgetary and administrative modifications for 1968 and 1969 have affected the location of some sites and the scope of activities in some areas. Basic multiplicity of services, however, has been maintained in each full-time site as required by our working definition. Instances of these modifications are the closure of one full-time center in March, 1968, the extension of part-time services to two sites, and various staff reassignments and dismissals, all responsive to 1968's 15% decrease in federal support of the program. A further decrease in funding by the OEO for 1969, unfortunately,

brings the program to a "point of no return" and makes retrenchment mandatory. (These modifications are detailed under the Program and Administration sections.)

Of unquestionable value to the program as a whole is the fact that when sponsorship was transferred from the private agency to the Chicago Commission for Senior Citizens in October, 1967, sites' staff en masse agreed to remain with the program. This fact alone insured the important benefits of:

1. Uninterrupted programming.
2. Continuity and consistency in programming during a period of obvious adjustment.
3. Time for the Chicago Commission for Senior Citizens, then newly involved in this type of operation, to gain experience, to observe and to evaluate.

Although 1968 has witnessed intense service and activity on behalf of the senior centers' members, the program has been hampered by some serious administrative problems relating variously to reporting to the funding agency, the establishment of satisfactory communications between field operations and the central office, and to budgetary limitations and all the latter entail. Several program components need clearer definition in terms of long range goals, such as Adult Education and Health Services. Others addressed to case-finding and outreach need new and more imaginative efforts.

C. Sites

The March, 1968 reorganization of five full-time centers into four full-time and two part-time programs was effected as follows:

1. Armour Square Senior Center, unaffected, remained a full-time program at 3146-3216 S. Wentworth. The CHA twin-tower structure in which this center operates contains 198 apartment units. The surrounding area has been affected by the construction of the Dan Ryan Expressway, is replete with apartment buildings long converted to "kitchenette" apartments and sleeping rooms, lacks even shopping services west of the Ryan Expressway and is dominated by Illinois Institute of Technology, an island in the community.

2. Flannery Senior Center, unaffected, remained as a full-time program at 1507 N. Clybourn. Flannery Apartments, also twin high rise structures connected by a breeze-way, contain 252 apartment units for the elderly. The building is located on the northernmost edge of the Cabrini-Green area which is characterized by a massive public housing development, adjacent sub-standard and delapidating private housing, few and inferior facilities or services, a high crime rate and no community cohesion or identification.

3. Slater Senior Center was newly established as a full-time program at 740 E. 43rd Street in a new high-rise structure containing 204 apartment units for the elderly, but for which

a twin tower development of an additional 214 units is already in the planning stage by the CHA.

This program was in effect relocated from the nearby Lake Michigan Apartments. Program at the latter site was reduced to part-time services administered and extended from Slater Senior Center. The change was effected to achieve greater outreach and to secure added community space.

The surrounding area is characterized by a massive development of public housing amidst deteriorating private units, a high crime rate and inferior services. These two buildings and senior centers are the only ones which have an exclusively black tenancy and membership.

4. Sullivan Senior Center, located at 1633 West Madison, serves the largest high rise structure for the elderly of these various sites, containing as it does 430 apartment units.

Since March, 1968, Sullivan Senior Center, a full-time program, also extends part-time service to nearby Midwest Terrace Apartments, a building containing an additional 129 units at 150 S. Campbell.

The Midwest Terrace program was reduced to a part-time operation again to combine administrative economy and greater outreach.

The surrounding area encompasses a mixture of urban blight, "skid-row", and high rise public housing, many single elderly men and women, a high crime rate and exploiting businesses and services.

All sites operating in CHA facilities have access to first floor community rooms and offices and additional space on other floors, usually make-shift, for special classes. Top floor solaria, which would provide extensive additional community space, are reserved for the exclusive use of tenants.

Full-time programs operate from 9:00 a.m. to 5:00 p.m. Monday through Friday, but provide occasional evening and weekend activities or special events.

D. Beneficiaries: Current Characteristics

1. Numbers Served

The unduplicated count of registered members (carry overs + new entrants - deletions) served by the four centers and two extension sites between January 1 and December 31, 1963 comes to 1,880 persons, 1,043 of whom are served at Sullivan Center, 406 at Slater Center, 206 at Flannery Center and 220 at Armour Square Center.

Differentials in the size of the membership of the various centers is attributable to:

1. the size of the building served, Sullivan Apartments being the largest of the buildings;

2. the extension of services to an additional building as in the case of Sullivan and Slater centers to Midwest Terrace and Lake Michigan Apartments, respectively;

3. the degree of isolation of the elderly building from the surrounding community, characteristic of the site, as in the case of Flannery and Armour Square.

At final count, registered membership for all four centers has more than doubled and exhibits a gradual but steady growth from 890 members in January, 1968 to 1,880 members in December, 1968. It should be understood that the count of 1,880 members represents the registered membership as of December 31st, not the number of older people served in the course of the year. Since this count includes all membership deletions for the year, it follows that a number of individuals had to be registered members <u>in order</u> to be eligible for "deletion" so to speak.

Not only, therefore, do our centers serve more individuals on a daily and intensive basis than the number 1,880 indicates, but they also serve numerous individuals who fall outside the inflexible category of registered members. These individuals might use the center very regularly, but for all social and recreational activities only (this count is excluded from the registered membership per Chicago Committee on Urban Opportunity guidelines); others might use the center frequently but sporadically. If such individuals are included in the count, a clearer picture emerges of the number of older persons actually served and of the amount of service rendered. For this purpose, a monthly average number of <u>individuals served</u> appears to be a good index and such a count is tabulated below:

Average Number of Participants Per Month (Unduplicated Count)	
Armour Square	479
Flannery	351
Slater	405
Sullivan	1063
Total (4 centers + 2 ext. sites)	2298

On a yearly basis, this count would produce many duplications, an individual being counted each time he participated in a special event or activity. On a monthly basis, however, this count is essentially unduplicated.

2. Demographic Information Available on Beneficiaries: Who are the Registered Center Members?

Doubtless, a number of problems arise in attempting to secure accurate and complete statistics with any age group. It is no different with the elderly. Even ladies of 65 refuse to admit to their age and some rugged individualists whether 20 or 90 will always consider it an invasion of privacy to divulge information which becomes a number or a statistic. Maybe, with the elderly, we have a couple of added difficulties. More years of deprivation and disappointments can lead to secretiveness for its own sake or to fear that the information will result in rent increase, check deductions and what not.

The statistics under discussion here refer to the centers' registered membership. They are substantially complete and generally reflect staff experience and evaluation. Figures cited represent averages of actual counts translated into percentages.

About 89% of the members are over 65 years of age; 11% are 64 years of age or younger.

About 70% are women; 30% are men; 32% are heads of households.

Predictably income is pervasively low; using $1,500 for single persons and $2,000 for couples as the poverty line:

64% have incomes below the poverty line;

36% have incomes above the poverty line;

52% derive their incomes partially or totally from Old Age Assistance.

Of those in poverty:

85% are single elderly persons;

15% belong to two-person households;

12% have incomes ranging from $0 - $499;

64% have incomes ranging from $500 - $1,499;

22% have incomes ranging from $1,500 or more.

Of the total membership, 20% are Caucasian and about 79% are Black. This figure requires qualification with respect to one center, i.e., Slater, where ethnic makeup is 100% Black.

3. Some Selective Factors Which Affect Membership

By and large, registered membership, as defined above, is made up of the tenancy of the building in which program is operating, outreach being difficult and minimal. Factors militating against more successful outreach are:

1. Resistance on the part of tenants to let outsiders into their "home." Surmounting this bias is the result of considerable staff work only.
2. Security, which makes a locked-door policy de rigueur at all times in these areas and is hardly conducive to casual drop-in visits.
3. Distance, even of one block, which is equally impossible to conquer for the physically debilitated and the individual unable to spare the carfare.
4. Withdrawal, which only intense personal and individual contact can combat with some hope of success, a service exceeding available staff time.

II. PROGRAM EVALUATION

A. Program Operation

1. Core Services

Each full-time center site provides the following basic program of direct services:

a. Assistance in Income Maintenance.
b. Counseling.
c. Education, Employment and Related Opportunities.
d. Information and Referral.
e. Service and Community Participation Opportunities.
f. Supportive and Preventive Maintenance Programming.
g. Community Education in Aging.

a. Assistance in Income Maintenance is accomplished both through individual counseling by staff on proper use of community resources (such as Public Assistance, Social Security, employment services, food stamp program, etc.) and through complex group programming by providing both education and income substitutes (such as consumer education classes and activities conducive to vocational orientation and skill development.)

Typical Cases

Mrs. X, a cheerful, involved member at Armour Square Senior Center who has been attending several classes regularly and contributing many volunteer hours weekly as a center receptionist, suddenly seems depressed and is absent more often than present. Tactful exploration by staff reveals that recently increased medication makes it impossible for Mrs. X to stretch her meager resources to meet even her basic needs. Informed, assisted with application procedures, she is now using food stamps and receives Medicaid benefits. She is back in class and at her receptionist's post on a regular basis.

Miss Y, who used to work as a Lab Technician before being replaced by a younger person, has located other work. She considers her present employment menial, however, and is extremely dissatisfied. She has been venting her feelings in an employment discussion group at Armour Square Senior Center. With this support, she functions less grudgingly

while on the job and may eventually learn to accept her fate or to face the difficult prospect of searching for a better job.

b. Counseling is provided by staff directly and at the point of need whenever feasible but is also secured through referral to professional agencies of the community equipped to deal with more complex problems. (Professional casework service, originally included in this program, was discontinued in 1967 due to budget limitations. As the most time consuming aspect of program, case-work service is being redeveloped for 1969.)

Typical Case

Mrs. T., a long time resident of Flannery Apartments, has periodic paranoiac episodes which disturb other residents and center members. Permitted to speak to the sympathetic director at Flannery Senior Center, she calms down and reverts to her own normal mode of behavior. Irate neighbors or center members then require both group and occasionally individual counseling as well so that they may understand and tolerate. More serious recent episodes which involve setting fire to the apartment have required more decisive action by center staff. Physician and relatives have been contacted, Mrs. T. has been hospitalized and diagnosed. She has returned to her apartment at Flannery, but must ultimately

be institutionalized. In the interim, center staff continues its support and supervision.

c. Education, Employment and Related Opportunities

Group activities permit a wide range of services in these areas and in each site include as needed:

Health Maintenance Education,

Basic English and Citizenship,

Mathematics and Reading,

Consumer Education,

Basic Crafts - Sewing, Millinery, etc.,

Arts and Crafts - Ceramics, Painting, Weaving, etc.,

Current Events, Book Reviews, etc.,

Movies, Lectures, Cultural Programs,

Trips and Excursions.

Typical Activities

Elections '68, a program of instruction on the recent elections (how to register to vote, how to use the voting machine, etc.) and in some instances of appearances by competing candidates presenting both points of view occurred at the four centers with the assistance of the League of Women Voters and local candidates for office.

The Board of Education has regularly provided teachers to all sites. A number of older people have increased their basic skills from a 3rd or 4th grade to 7th and 8th grade level.

e. Information and Referral span all resources of the community applicable to the elderly individual's circumstances. The sustained contact made possible by a center setting insures "accessibility" and use of service as well as follow-up and coordination in multi-problem situations.

Typical Center Services

An active case of tuberculosis was identified at Slater Apartments by alert center staff. Staff reports spending "four days" helping residents and center members to fill out the necessary forms and arranging for screening and follow-up of all those who might have been affected.

All sites have secured screening from the Chicago Board of Health Diabetes Detection Center mobile unit. In each instance many sessions of preparation were required to encourage participation and to insure follow-up.

e. Service and Community Participation Opportunities

Each site engages in a series of service projects with local and city-wide organizations.

Typical Projects

Slater Senior Center's Community Action Committee is a group vitally involved in the community. It has successfully established contact with a local Concerned Parents Group. Cooperatively, teenagers and elderly have shared overnight trips, attended the circus and other recreational events or developed activities of common interest. This same Community Action Committee participates in special Christmas efforts,

notably a gift distribution at Vincennes Manor, from their own funds, (to make sure that each resident has at least one gift and knows that someone cares) and the Daddy O'Daylie Operation Xmas Basket for which the members collected a 600 food-can donation.

Operation Gap at Sullivan Senior Center saw a successful summer program of elderly emulating the role of foster grandparent to small children from Saint Jarlath Catholic School.

f. Supportive and Preventive Maintenance Programming is an intrinsic aspect of all individual and group services of the centers. Psychologically acceptable activities such as sewing or weaving, a movie or a birthday party invite participation of the older person who would reject an offer of help, let alone something as suspect as social services. The class means new social contacts, friends and ultimately confidantes. The loom and the clay exercise arthritic limbs or provide eye-hand coordination, the heated discussion sends the newly involved participant back to his neglected newspaper; the retired foreman who felt useless as a retiree, regains his sense of identity when he is elected to the center's planning council.

Site Reports: From Flannery Senior Center, in operation since the beginning of the program in 1965, ". . . . To date, as long as an individual has remained active in one of the classes, long term (over a period of days, weeks or more)

counseling has been unnecessary or delayed. All long term counseling cases are people who have not attended any classes at all or who have stopped attending. Others, uninvolved in classes and seeking constant support from staff, stopped needing counseling when they did start to participate.

g. Community Education on Aging. As community organizers, site directors are able to provide positive experiences to various community elements in serving and learning to know the well elderly, to dramatize the capabilities of the aged through service and work projects, to exhibit the products of the many center activities and generally to secure desirable publicity to further center goals.

Examples

All sites have gift shops and/or bazaars; the items on sale are made by the centers' members and are of sufficient quality to earn a consistent income for the centers or to win prizes at the recent CHA city wide art fair. Students in arts and crafts make two items, one for their own use and one for sale at the gift shop. Proceeds from sales are used to purchase more materials for the program.

A panel of older people, foster grandparents and center members, this year, contributed a program for the in-service training of nurses at Michael Reese Hospital.

A cooperative effort with Multiple Sclerosis Society at Flannery Center offers an opportunity for the older people to volunteer service to handicapped persons.

TYPICAL SITE SCHEDULE FOLLOWS:

MON.	TUES.	WED.	THURS.	FRI.
10 AM Weaving 2 2-4PM Job Counseling 1 PM DEC. TRIP REGISTRATION	10 AM Ceramics 3 10 AM Shopping-A & P on 23rd, 10 AM Arts & Crafts 2 PM Homemaking & Cooking	10 AM Leather Crafts 4 10 AM Cancer Project M PM Basket Weaving 2 PM Knitting 1-7PM SOS Rummage Shop OPEN	10 AM Ceramics 5 10 AM Sewing & Millinery 10-4PM Gift Shop Open	10:15 AM Shopping at Lake Meadows NO BINGO TODAY DUE TO THE PREPARATIONS FOR THE BAZAAR ON DEC. 8
10 AM Weaving 9 2-4PM Job Counseling 2 PM Closed Council Meeting	10 AM Ceramics 10 10 AM Shopping--Kroger on Halsted 10 AM Arts & CRafts 2 PM Homemaking & Cooking	10 AM Leather Crafts 11 10 AM Cancer Project 1 PM Basket Weaving 2 PM Knitting 10-4PM SOS Rummage Shop OPen	10 AM Ceramics 12 10 AM Sewing & Millinery 10-4PM Gift Shop Open	10:15 AM Shopping at Lake Meadows 1 2 PM Bingo
REGISTER FOR FIRST AID 10 AM Weaving 16 2-4PM Job Counseling " CHANUKAH "	10 AM Ceramics 17 10 AM Shopping--Del Farm on 39th 10 AM Arts & Crafts 2 PM Homemaking & Cooking	10 AM Leather Crafts 18 10 AM Cancer Project 1 PM Basket Weaving 2 PM Knitting 10-4PM SOS Rummage Shop OPEN	10 AM Ceramics 19 10 AM Sewing & Millinery 10-4 PM Gift Shop OPEN 2 PM CHRISTMAS PARTY	10:15 AM Shopping at Lake Mead 2 2 PM Bingo
10 AM Weaving 23 2-4PM Job Counseling	10 AM Ceramics 24 10 AM Shopping-- A & P on 35 th St. 10 AM Arts & Crafts NO COOKING TODAY	CHRISTMAS 25 1968 CENTER CLOSED TODAY	10 AM Ceramics 26 10 AM Sewing & Millinery 10-4PM Gift Shop Open	10:15 AM Shopping at Lake Meadows 2 2 PM Bingo 6-11PM DECEMBER TRIP
10 AM Weaving 30 2-4PM Job Counseling	10 AM Ceramics 31 10 AM Shopping Del Farm on 31st 10 AM Arts & Crafts NO COOKING TODAY " NEW YEARS EVE ""	JANUARY	1,1969 HAPPY NEW YEAR TO ALL!!!	

DECEMBER-1968

2. Special Goals for 1968

In addition to the core services described above which all four sites provide, each center was used in 1968 for the development of one "special emphasis" pilot project. In some instances demonstrated need, in others, previous failures or undeveloped resources, have suggested the projects as follows:

a. Sullivan Center had spontaneously developed a self-help program of a hot cooked meal three times a week, providing added companionship, better nutrition and some remuneration for participant cooks, servers, etc. This center was used to explore the possibility of expanding this program to provide at least one well balanced meal a day.

b. Flannery Center. United Charities - Family Service for the Aged is an agency concerned with the counseling needs of the aged and equipped to provide some differential diagnoses on protective services. The agency had expressed an interest in developing a small pilot program in this center. Professional staff was assigned a half day a week at the site to explore resultant benefits to Chicago Housing Authority residents and center membership.

c. Armour Square was to be the site of a small pilot project in employment counseling and referral. This project was to explore the feasibility of using an experienced, retired, though non-professional person to locate part-time jobs for the elderly seeking this service. A retired person was available

and had requested consideration for the opportunity. Service was to be provided one day a week at the site; it was to include job-finding, referral to job opportunities, follow-up, and supportive counseling as needed (unless the individual situation indicated the desirability of referral to a professionally staffed agency).

d. Frederick W. Slater Center, which in all probability would exhibit considerable growth through relocation in a new Chicago Housing Authority structure with larger community space, was to serve as the site for a pilot project in adult education. Previous efforts in this area had been limited in scope, usually to basic English, basic mathematics, reading and the ubiquitous goals of "cultural enrichment". The intent in this instance was to formulate goals, more structured program, and significant methods for implementation. It was not the intent to establish a new "university" or "college", but to develop more substance for this aspect of center program.

Evaluation

Sullivan Senior Center has been able to maintain its hot meal program and to develop it to a five-day-a-week service. The center has played luncheon host to other sites' groups and on special occasions to other visitors.

An interesting new pattern recently noted by staff indicates that a number of elderly participants come downstairs at lunch time as expected, but take a tray of food back upstairs

to the apartment. The cause of the phenomenon is not identified, but will require study as the pattern negates some positives of the service such as added social contact, active participation outside of the home apartment, etc...

The feasibility of developing hot meal programs at the other sites would also need further study. No other site has the serving and food preparation facilities of Sullivan Apartments, nor the number of single men. The feasibility of modified programming in cooperation with the Commission's Nutrition Program is under consideration.

Flannery Senior Center was the site of an experimental counseling project by a professional case work agency, i.e., United Charities - Family Service for the Aged, for a period of five months, starting in June, 1968. Particulars of the experiment have been reported elsewhere. Findings generally indicate that:

a. the case worker is most effective as a familiar and 'on site' staff figure.

b. the center staff, instructors and director alike, benefit from the added assistance, training and orientation;

c. case finding occurs earlier than it would without professional diagnosis;

d. referrals cease once the worker is removed from the actual site - a fact attributable to the very characteristics of the potential

client. (Older people who have not been conditioned to seek the analytic couch tend to reject formal counseling. Furthermore, lack of mobility and acquaintance with the professional assigned in an agency setting act as further deterrents).

The experience gained in this valuable pilot project has been instrumental in the decision to reinstate the position of case worker with the program for 1969.

Employment Counseling was started late in the year at the Armour Square Senior Center. Initial efforts to set up a conventional system of matching job applicants to employment opportunities did not prove successful. The rather static center membership is psychologically RETIRED; social security benefits or eligibility for CHA residency could be adversely affected by additional earnings; various physical and emotional afflictions eliminate others realistically from the job market.

The retired social worker, a skilled individual who accepted this responsibility, translated the program into a discussion group on employment problems. This format of the program was attended by a variety of individuals, i.e., those who wished reassurance that it is all right to be retired, one individual who was employed but discontented and in need of support, two who sought and obtained referrals to Illinois State Employment Service, etc.

The instructor reports that at year's end, the program having been in operation since October, 1968, interest is flagging and attendance poor. On the whole, the program has been helpful and is highly suggestive of the fact that almost any activity can be a tool to support and assist. The topical content attracted a different kind of center member, verifying the need for infinite variety in programming if the elderly as a heterogeneous group are to be reached.

The Adult Education project at Slater Senior Center had to be shelved altogether primarily as a result of the actual versus projected time schedule for relocation and for development of a brand new center. Funding decisions for the program were not received from CCUO until February of 1968. Moving of equipment and staff assignment were not completed until March. Outreach for membership in this new site from March on progressed steadily but not as fast as available statistics would lead one to believe, since these include some of the established membership of Lake Michigan Apartments. Time was also needed to develop a well rounded program and finally to respond to member-selected interests such as the Community Action Committee.

B. Community Relations

Outreach to Target Group

The most successful outreach effort of the senior centers is a program component basic to this service system, i.e., recreation and social events. This center service attracts

hordes of elderly from the community and the residency of the CHA buildings alike in addition to the old faithful, the registered membership. Although it is not possible to maintain unduplicated counts of participants in this activity, an index is available in the number of times an indeterminate number of individuals (some frequently, some occasionally) have participated in trips, movies, parties, excursions, etc. This index for 1963 for the four centers is 43,155. The main limitation on this type of outreach relates to cost and center space.

At a time when such activities are deemed to have "nil" priority, serious injury can be done to the growth of the program and to the elderly generally, if the component is discontinued as unimportant. This is the program component which occasions a small but steady growth in membership, which reaches those elderly who have reservations about strange, new services, and which educates those aging persons who do not now need such service that the center is there for eventual use.

Other outreach efforts are standard responsibilities of center and Commission staff; where neighborhood newspapers are published, contact is maintained on a monthly basis to publicize calendars of events or to secure coverage of special events; daily newspapers are alerted to special interest stories and have provided extensive coverage of such events as the transfer in sponsorship of the program to the

SAMPLES OF NEWS COVERAGE

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LAKEFRONT JOURNAL

The Chicago Commission for Senior Citizens offers the following classes at the Lake Michigan Senior Center, 4227 South Oakenwald Avenue, 774-8095.

MONDAY — Arts & Crafts; First-Aid; and Adult Education

TUESDAY — Millinery; Sewing; and Leathercraft

WEDNESDAY — Weaving; Ceramics; and Adult Education

THURSDAY — Cancer Pads; and Social Hour

FRIDAY — Millinery; and Sewing

We wish to express our gratitude to Mrs. Katie Purkins, registered practical nurse, for her assistance on the diabetes blood test.

Our appreciation to Mr. Ernest Hollingsworth for his help in projecting the movie "Citizen Kane."

STAFF

Mrs. Julia Deutch .....Program Director

Mrs. Yolanda Boose.....Program Aide

Mrs. Essie Cannon.....Millinery Instructor

Mrs. Julia McVicker.....Weaving Instructor

Mrs. Hanora Chase.....Ceramic Instructor

Mr. Bernard Balthazar.....Adult Education Instructor

SERVING PEOPLE 60 YEARS OF AGE AND OVER

Friday, March 1, 1968 NEWS-CLARION Page 9

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DAILY DEFENDER — WEDNESDAY, JUNE 19, 1968

New Program For Children Is Scheduled

The Chicago Commission for Senior Citizens Tuesday announced the beginning of an informal tutoring program in which senior citizens will help prepare children for their first and second grade classes this fall.

A group of 30 neighborhood children will participate in the tutoring program in the Patrick F. Sullivan Senior Center, 1633 W. Madison st., one of four centers operated by the Commission. The first class is scheduled at 10 a.m. Tuesday, June 25.

Members of the Center will act as instructors during the two-hour program, each leading a group of three children in word and number games. A free play period also is scheduled. Fifteen children will be attending Tuesday sessions of the program, with fifteen others participating in Thursday sessions.

Books and other materials needed for the program will be paid for from funds raised by members of the center through activities held there.

Joseph C. Casale, director of Sullivan Senior Center, commented, "During these informal tutoring periods, we will attempt to provide what school officials feel is a basic requirement for later success in formal academic work—a general familiarization with, and appreciation for, words, numbers and books themselves."

All of the children in the program are from St. Jarlath's Catholic School, 1725 W. Jackson blvd., and have been recommended by the school.

newsclip

Journal
Lansing, Ill.
Weekly C. C. 18,250-

OCT -3 -68

Bazaar Is Sponsored

Midwest Senior Center and Sullivan Senior Center will conduct a joint bazaar and open house called "Autumn Daze" from 1 to 6 p.m. Sunday, Oct. 6, in the Patrick Sullivan Apartments, 1633 W. Madison St.

A variety of arts and crafts products and wearing apparel designed by members of both centers will be sold to the public. Refreshments will be available.

The event is the beginning of new program years for both Centers which are operated in senior citizens apartment projects by the Chicago Commission for Senior Citizens.

DAILY DEFENDER — TUESDAY, OCTOBER 22, 1963

THE CHICAGO PARK DISTRICT will conduct an Open House Week at all of its locations, October 21 through Oct. 25. Contact and visit the fieldhouse in your area.

CONRAD SENIOR CENTER, 2747 N. Leavitt st., presents weaving at 10 a.m. along with toy making and knitting.

ARTS AND CRAFTS from 10 a.m. to 3 p.m. are designed by the Slater Senior Citizen's Center to provide social and recreational activities for seniors in the community. A cooking class will meet at 1 p.m.

newsclip

The Citizen
Calumet Park, Ill.
Weekly (8,000

APRIL-24-68

Appoint Advisory Comm.

The Chicago Commission for Senior Citizens today appointed a group of experts to act as an advisory committee for senior centers.

The Commission, a department of city government, operates four senior centers located in Chicago Housing Authority senior citizens apartments throughout the city.

Mrs. Leonard Schram, member of the board of Senior Centers of Metropolitan Chicago, will be chairman of the advisory committee.

Other members named are William H. Brueckner, director, Chicago Commons Association; Earl Dickerson, attorney and president, Supreme Life Insurance Company; Mrs. Helen G. Lane, social welfare consultant, Welfare Council of Metropolitan Chicago; Will C. Rasmussen, director, Division of Care of the Aged, Lutheran Welfare Services of Illinois.

Also, Samuel Rice, community tenant relations chief, Chicago Housing Authority; Dr. Ethel Shanas, University of Illinois; Peter Farrell, director, senior adult program, Jewish Community Centers, and Miss Mary A. Young, consultant and coordinator of professional service, the Salvation Army.

Commission, the selection of senior center members to the Senior Citizen Hall of Fame, the Health Maintenance Workshops scheduled by the Commission and the Foster Grandparents Project at Sullivan Senior Center.

Two programs of special interest which involve senior centers' operation have been developed by the Commission:

In cooperation with the University of Chicago School of Social Service Administration, the Commission is designated as a field placement agency for graduate students in community organization. Funding (effected under Title VI of the Older Americans Act, administered by the Administration on Aging) was approved for a five year period as part and parcel of the Model Cities Program of the U.S. Department of Housing and Urban Development. The project commitment is to effect student placement and to stimulate professional training in the field of aging.

Although funding was officially approved only in December, 1968, requirements of the academic calendar of the University of Chicago made it necessary to start the program in September, 1968 prior to funding. Two graduate students have been assigned to the Flannery Senior Center and are hard at work on their first year project.

Even at this early stage, attitudinal changes in the students have been dramatic and promise many future gains for the field of aging. The experience verifies other efforts in this direction, i.e., given the opportunity to meet the elderly

as they are, rather than as cultural stereotypes would have them, professional involvement is as rewarding as with any other age group.

Secondly, a less developed project in cooperation with Illinois Institute of Technology should provide further gains for senior centers and the field of aging generally. In this instance graduate students elected to make a photographic study of the elderly at Sullivan Senior Center. With interest acquired, the initial assignment was re-evaluated in terms of an interdepartmental effort by IIT which might span furniture, interior and product redesign to meet special needs of older people. Although this project is not yet defined, it has aroused the interest of William Oriol (Majority Staff Director) and the U.S. Senate Special Committee on Aging which he staffs. The Commission has been asked to keep the Committee informed on progress. This program has also been of interest to the Administration on Aging from a publicity standpoint.

Development of Community Resources

All senior center personnel is available for numerous appearances to groups and organizations, local and city-wide, to stimulate interest in the needs and capabilities of the elderly. The list of resources developed as a result of these efforts is too-long to include here. Many of these, however, which have developed into substantial and regular additions to program are:

Center premises and financial support from the CHA.

Transportation service by the Y-Mobile and Hull House "Get Together",

Case work and Group Counseling by United Charities,

Case work and Home Economics by the Cook County Department of Public Aid,

Comprehensive Health Screening by the Mile Square Clinic,

Health screening and maintenance by the Board of Health's detection programs,

O.T. services from the Multiple Sclerosis Society,

Adult Education Classes from the Board of Education.

Program could not be maintained without the cooperation of these agencies.

C. Administration

1. Staff and Functions

Central Office Staff

The Senior Centers Program is administered by one full time staff member of the Chicago Commission for Senior Citizens, the Director for Senior Centers. The Director is responsible for all planning, coordination, and administration of the program.

An Advisory Committee for the program represents experts in the field of aging and senior centers and serves on a voluntary basis.

All central office functions, including secretarial assistance have been absorbed in the corporate budget. (The only exception to this statement has been a part-time-30% bookkeeper whose salary is budgeted for CAP funds.)

Site Staff

Each of the four full-time sites has been staffed as follows:

A full time Program Director is assigned to each site and is responsible for all planning, coordination and development of the individual program.

A full time Program Aide is assigned to each center to provide clerical help and to assist the program director with program preparation and work with small groups.

The Planning Council constituted from elected representatives of center membership works closely with program staff as well as instructors and volunteers to insure responsive programming. These councils effect all program decisions (with the exception of activities which require paid instructors -- these activities have been developed as a function of demand for the service). The Council also controls all expenditures of custodial funds raised by members' efforts.

Instructors

Thirteen part-time salaried instructors contributed their skills to this program, during 1968, usually serving more than one site. Of these, six instructors who teach Arts and Crafts (weaving, ceramics, painting) have been professionally trained at the Chicago Art Institute and have had previous teaching experience. Four part-time instructors are salaried to teach basic crafts, i.e., sewing, millinery, etc.

Professional instruction contributed by other agencies is also secured on a regular-basis from the Chicago Board of Education (basic English, mathematics, reading), the Visiting Nurse Association, the Chicago Board of Health, and the Red Cross (Health maintenance-education).

Volunteers

The development of the volunteer program within the centers is twofold. The first effort follows the customary procedures of inviting persons outside the community who are interested in performing services for an "inner city" program on a regular and on-going basis.

The second of primary importance and significance to our purpose and goals involves the development of a Senior Citizens Service Corps.

Members, therefore, serving as hospitality aides, receptionists and friendly visitors make a vital contribution to center program and self-help activities.

2. Administrative Problems

Personnel

Absorbing wholesale, the program, procedures and the staff of another agency, as occurred at the time this program was transferred to the Commission, has counteracted some of the benefits of continuity and consistency of service discussed earlier. One persistent problem, unresolved in the course of 1968, has been the lack of identification by Center personnel with specific Commission goals and lack of significant

communication -- notwithstanding frequent written and oral reporting, staff meetings, site visits, etc. -- providing the Commission or the Chicago Committee on Urban Opportunity with a clear picture of field activities. This problem is in need of immediate attention and represents a top priority for 1969.

Related to the first problem is the need for a well rounded in-service training program for all center staff. Too much time is spent by staff worrying about CHA's "responsibilities" and not enough, for example, about the interesting fact that the Flannery Senior Center, the smallest of our centers, reports incredibly greater figures in short-term counseling than any other site. Too much time is spent on the frustrations inherent in depending on the funding agency and not enough on how to develop program to be of interest to a greater variety of elderly people or on how to develop alternative resources, especially those of the older people themselves. Clearly, greater professionalism, at least at the supervisory level, as well as a more professional definition of staff roles, is needed.

Some staff attrition has occurred during the year with the retrenchment of program from five to four full-time sites and the resignation of the former Director for Senior Centers in November, 1968. Recruiting a replacement for the Director's position is obviously the program's most acute need and the one on which present and future plans must be contingent.

Statistical Accounting

Without a doubt, the amount of reporting, counting and narrating required from field operations to the Commission and from the Commission to CCUO is extremely burdensome for a program in which each staff member has already had to take on the responsibilities of several. The only available solution to this problem is intensified training so that initial efforts are done promptly and accurately, a result not achieved to date.

Problems in regularly scheduled statistical accounting for this program have required a complete on-site audit for the 12 months period starting January 1, 1968 to December 31, 1968.

All accounting was corrected and revised in December 1968 and submitted for approval to CCUO in January, 1969.

Plans are in process to avoid repetition of these difficulties in 1969, including minor revision of the CCUO forms, a review of all procedures and guidelines and the development of clear and simple written directions for future reference by field staff.

3. Budgetary Limitations

Since the establishment of this program in 1965, Budget has been cut by about 15% annually. For 1969, a cut of about 10% is a further reality.

A number of remedies have been applied to cut costs without reducing service during these years. Although one full-time center was closed, extension of services was effected for two part-time centers. Some administrative costs, including personnel, space, etc., have been absorbed by the corporate budget. Specialized staff, such as the case worker originally employed by the program, was eliminated prior to the program's transfer of sponsorship to the Chicago Commission for Senior Citizens.

Throughout these administrative revisions, the same services were offered to the elderly by placing increasing demands on the time, resourcefulness and ingenuity of the field staff. Except for the arts and crafts program which until now has been well staffed by specialists, the centers have in a real sense become not so much multi-purpose centers, as senior centers with multi-purpose staff. It is to the field staff's credit that it sees its priorities in serving the elderly rather than in statistical accounting, however important the latter may be. There can be no question, however, that the staff of this program has been required to assume amounts of responsibilities never intended in the original proposal nor conceivable in a program which purports to maintain appropriate standards.

The further budgetary cut imposed for 1969 brings this program to the "point of no return". Program retrenchment and basic re-evaluation have now become unavoidable. Minimum

retrenchment is effected for 1969 by an administrative reorganization. The reorganization involves the replacement of 13 part-time instructors by one full-time arts and crafts teacher. Obviously, whatever additional resources are developed during 1969 to supplement this one position, program cannot remain unchanged or at former level. The reinstatement of a case work component (CAP funds) supplemented by the health and education components (corporate funds) proposed for 1969 will, if successfully developed, provide adequate program and time to study alternative funding, basic program modification, and even phasing out or transfer of sponsorship.

III. PLANS FOR THE FUTURE: 1969

A. General Goals

In summarizing the year's effort and experience, it is fair to say that on the positive side of the ledger much has been done. Not only was program maintained, the centers have grown and reached many new elderly; new resources have been tapped and progress has been made in community education; an experienced staff has rendered loyal and intense service to the target group. On the negative side of the ledger, much remains to be done. The direction of the program as a whole needs reaffirmation of its own working definition instead of definition by happenstance available resources; administrative reforms designed to streamline and simplify the mechanics of

operation and to relate the field operation more closely to general Commission goals and activities are essential, study is in order of the feasibility for the administering agency to pursue the improbable course of sustaining effort with progressively diminishing funding and resources.

Goals for 1969 will therefore include the development of:

a. a significant adult education component, the goals for which will be to meet the needs of the present membership and to attract some of the estimated 95% of the elderly in the community not currently attracted to senior centers;

b. a case and group work counseling component designed to add professional dimensions to staff work and to alleviate demands on center staff time which should properly be expended on program planning and resource development;

c. a health maintenance and screening component. (ibid b.)

d. the maintenance of the arts and crafts program at the maximum level feasible with reduced funding and as yet untapped community resources will represent a critical concern of all center personnel and Commission staff for the coming year.

Some specific goals of the 1969 program will be:

a. the exploration and implementation of available solutions to the problem of price gouging in the form of cooperative buying clubs or food stores;

b. the expansion of inter-generational mutually beneficial efforts;

c. the additional of paraprofessional staff through the Vista and Neighborhood Youth Corps programs;

d. the alleviation of security problems which plague all four centers in these high crime areas.

B. Administrative Changes

As of January 1, 1969, the Commission is one of the agencies affected by the city's establishment of a Department of Human Resources and will henceforth have the title of the Division for Senior Citizens.

Effective January 1, 1969, also, the Division for Senior Citizens established a new component for field operations. A director for Services and Projects will in the future plan, coordinate and supervise all field operations of the Division, senior centers among them. The Director for Senior Centers will report to him.

With respect to the administration of senior centers, staff realignment responsive to goals for 1969 and to budgetary cut backs will take place as follows:

Central Administration --

Central administration staff will continue to include:

The Director for Services and Projects	(25% time - city funds)
The Director for Senior Centers	(100% time - city funds)
The Secretary	(80% time - city funds)
The Bookkeeper	(50% time - CAP funds)
The Technical Advisory Committee On Senior Centers	(Volunteers)

Added to central staff, but serving all four centers and two extension sites will be:

One case-worker	(100% time - CAP funds)
One art teacher (instead of 14 part-time site instructors)	(100% time - CAP funds)
One registered nurs* (and/or M.D.)	(100% time - Bd. of Health)
One adult educator (in the person of the Director for Senior Centers)	(30% time - city funds)

The program staff to be added to the central office and working with and under the supervision of the Director for Senior Centers will be responsible for:

Direct services to individual center members such as counseling, teaching art or adult education classes, health screening or referral as the case may be;

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* There has been no opportunity to test the feasibility of such personnel assignment by the Board of Health to our center operations. This aspect of the proposal is contingent upon inter-agency cooperation. The Chicago Commission for Senior Citizens anticipates; however, that a solution can be worked out for this problem.

Group services to center members in the form of comprehensive information and education programs;

Training and development of program staff (the site directors and aides) on how to effect maximum results for center members through program planning;

Training and development of volunteer sub-professionals to supplement all program components and to intensify the self-help potential of the program;

Mobilization and as feasible development of community health, counseling and educational resources as needed.

This proposed reorganization of Program Personnel should accomplish the following results:

1. Cut costs;
2. Answer a serious problem in the operation of field services, i.e., the need to relate central administration to neighborhood sites;
3. Provide maximum service with minimum staff and administrative expenditure;
4. Improve coordination of activities generally;
5. Add professional consulting and advisory resources for both center members and center staff.

Site Administration

Site administration remains unchanged as to personnel, each center operating with

A Program Director (100% time - CAP funds)

A Program Aide (100% time - CAP funds)

Volunteers

An Advisory Council elected from center membership

Site instructional staff, however, is totally eliminated.

The 14 part-time instructors now teaching various arts and crafts, under this administrative plan, are deleted from the site staff to be replaced by one art instructor serving the sites from the central office. (Administratively, a time lapse will occur between dismissal of the instructors and the start of the funding period on January 1, 1969, inasmuch as two weeks notice of dismissal, at least, will have to be given to this personnel. The plan should become effective therefore on or about February 1, 1969.

ERIC Clearinghouse
OCT 4 1971
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